

# APPENDIX A

## TROY DEVELOPMENT COUNCIL

### LEADERSHIP FOR THE NEW DECADE

#### The 2001 TDC Strategy



# **LEADERSHIP FOR THE NEW DECADE**

## **The 2001 Troy Development Council Strategy**

**The Troy Development Council  
A Public/Private Partnership**

Prepared with the Support of:  
The Miami Valley Economic Development Coalition  
Dayton Power & Light  
The Ohio Department of Development

**March, 2001**

## **Executive Summary**

Strategies are working documents. The Troy Development Council (TDC) strategy will continue to evolve with the changing community and economic environment, just as this strategy has important differences from the TDC of the past.

Troy-area businesses are the foundation of this strategy. Fostering their retention, expansion, and competitiveness is the TDC's first job. The strategy includes a number of ways to conduct business retention and expansion and business attraction more effectively through better networking, stronger customer relationships, and methodical attention to the right details. Leadership in workforce development is especially important.

Continuing to attract high-quality business to Troy also drives the area's long-term economic health. The strategy urges the TDC to work even more strongly with the state of Ohio and the Dayton Regional Development Alliance to foster business attraction.

The strategy focuses on four key activities that will significantly impact Troy's long-term economic future:

1. Developing systematic information about employer workforce needs and participating in a comprehensive county or multi-county workforce development strategy.
2. Helping landowners, the townships, and the City to accomplish annexation of key future industrial and business park parcels.
3. Conducting a full analysis of options for establishing a controlled, master planned industrial/office park.
4. Reorganizing the TDC to give stronger focus to these three major strategy initiatives, broaden its organizational perspective, and strengthen private sector financial and volunteer resources to supplement City financial support.

## Table of Contents

	<b><u>Page</u></b>
<b>Executive Summary</b>	<b>1</b>
<b>I. Troy's Economic Environment</b>	<b>3</b>
1. Troy's Strengths & Opportunities	<b>3</b>
2. Troy's Challenges	<b>4</b>
<b>II. Citizen Goals</b>	<b>5</b>
1. Citizen Telephone Interviews	<b>5</b>
2. Troy Civic Leadership Survey	<b>6</b>
<b>III. Business Retention, Expansion &amp; Support</b>	<b>7</b>
1. The Current Situation	<b>7</b>
2. Steps for Continuous Improvement	<b>7</b>
3. Breakthrough Strategies	<b>8</b>
<b>IV. Community Marketing &amp; Product Development</b>	<b>9</b>
1. The Current Situation	<b>9</b>
2. Steps for Continuous Improvement	<b>11</b>
3. Breakthrough Strategies	<b>12</b>
<b>V. Organizational Development</b>	<b>14</b>
1. The Current Situation	<b>14</b>
2. Restructuring the TDC	<b>15</b>
3. Stronger Public Communications	<b>16</b>
4. Build Long-Term Countywide and Regional Vision	<b>17</b>
5. Future Staff Requirements	<b>18</b>
6. Implementation Guidelines	<b>19</b>

## **I. Troy's Economic Environment**

The mission of the Troy Development Council, as a public/private initiative, is to advance the economic development interests of the Troy community and the businesses within the community.

Troy faces two types of economic development competition—global and regional. The community and Troy employers compete against other economic environments and business organizations on a global basis. And the community competes against other communities within the region to attract business and workers.

### **1. Troy's Strengths and Opportunities**

Troy is a very special community.

- Historically, it has had very great success with homegrown industries.
- It has high ability to engage in community philanthropy and develop community amenities.
- People take especially great pride in their schools.
- Many residents have lived in the area for most of their lives.
- And the local economy has rebounded from the impact of downsizing at Hobart Brothers and Hobart Corporation with the attraction of companies such as Honda, Panasonic, and F&P America and the growth of companies such as Stillwater Technologies.

Troy also enjoys important advantages for long-term economic growth.

- It has an excellent location, with good frontage on or near I-75 and reasonable proximity to Dayton International Airport, I-70, Dayton, Columbus, Cincinnati, and Indianapolis.
- It has a strong historic track record of business attraction success.
- It has *potential* business and industrial sites near I-75.
- It is organized in a public/private economic development partnership.
- The region enjoys competitive vocational and technical training through Upper Valley JVS, Edison State, and Sinclair and its potential is enhanced by the presence of Wright State University, the University of Dayton, and the University of Phoenix.
- Troy citizens strongly support economic development.

## 2. Troy's Challenges

Troy also faces important challenges to future economic development.

- Parts of the economic base are at risk. Other communities, states, and countries seek to recruit Troy companies. Larger companies are continually making decisions about where to place new products. And current workforce shortages inhibit the ability of many local companies to expand.
- The city has relatively little room for business growth within its current boundaries. Population growth within the city of Troy, while still positive, is slowing and the population is aging. Few prime, competitive sites are left for industrial and office development within the current city limits.
- Troy's neighbors, especially Piqua and Tipp City, have active annexation histories, and the possible passage of new state legislation may give townships substantially more power to limit or influence urban annexation.
- The dominant metropolitan Dayton growth pattern is south and east, not toward Troy.
- Troy is far less competitive relative to its neighbors than it was a decade ago. In part, this is because Troy was so successful at industrial development, which occupied its prime industrial land. Other Miami Valley communities have also formed effective public/private development organizations. Other communities offer business parks (not just industrial parcels), which better suit modern corporate needs. Further, while Troy has little speculative industrial and no speculative office buildings to market, some rival Miami Valley communities do.
- Full employment limits business growth. Many local companies cannot expand to full capacity because they cannot find sufficient workers. Their costs are going up because employee turnover is so great and many new workers are less productive. And fewer outside companies are considering Troy because of the tight labor market.
- Troy and Miami County do not appear to have strong competitive advantage for the new economy. They appear to be more suited to industrial growth than office and research and development activities. Further, Troy is not a major center for rapidly developing entrepreneurial companies.
- Troy needs to assimilate new leadership into the Troy Development Council.

With these factors in mind, the Troy Development Council engaged TICKNOR & ASSOCIATES to assist in the preparation of a strategic economic development plan for Troy and its immediate environs.

## **II. Citizen Goals**

This plan was developed through very significant citizen input, including:

- Interviews with more than 20 civic leaders
- Community focus groups involving 224 randomly selected Troy-area residents
- 372 randomly selected household telephone interviews across all four wards through Wright State University
- Completion of 51 leadership surveys in concert with a leadership planning retreat
- Review by the TDC Executive Committee, and
- Many hours of discussion and deliberation.

### **1. Citizen Telephone Interviews**

The randomly selected household interviews indicated a number of important ways in which residents are pleased with Troy.

- 94% of current residents are satisfied with Troy as a place to live
- 89% believe that Troy is on the right track
- 87% favor the quality of life in Troy
- 87% respond that the quality of life in Troy has changed for the better
- 77% agree that new business development has increased the value of residential properties

They reported relatively few major concerns.

- 71% report that Troy streets have become too congested.
- 52% answer that loss of farmland in Troy is a problem.
- 29% reported that downtown Troy retail stores sell the things I need.

They favor a proactive economic development approach.

- 80% want Troy to encourage growth, while only 3% want the City to discourage growth
- 71% are very supportive or supportive of annexation as a development policy
- 54% are very supportive or supportive of tax abatement as a development strategy, with the proportion increasing to 68 to 71% if tax abatement is used to attract high tech companies, clean industry, and industry that pays higher wages.
- Citizens give strongest emphasis to development focus on Retaining & Expanding Troy area businesses (5.8 on a 7 point scale), Improving Workforce (5.8), Cooperating with Other Development Groups (5.5), Downtown Improvement (5.2), and Annexation (4.0).
- They want to be more informed about Troy's development strategy and results (6.3 on a 7-point scale).

In summary, Wright State reported that citizens like the community, they are optimistic about its future, and they support strategic economic development opportunities.

## 2. Troy Civic Leadership Survey

The November, 2000 survey of public and private Troy leadership, including City Council members, also confirmed the general desire to have proactive policies and programs to move Troy's economy forward.

The proportion considering key economic goals to be important or very important is very high:

▪ Supporting well-planned growth	100%
▪ Building the school tax base	96%
▪ Creating high-paying jobs	90%
▪ Building the property tax base	90%
▪ Building the income tax base	86%

Only 8% of the civic leaders believe that it is very important or important to slow Troy's growth.

Leadership also takes a proactive position regarding development policies and programs. The proportion considering the following priorities to be important or very important is:

▪ Retaining the manufacturing base	98%
▪ Attracting key workers to Troy	94%
▪ Business attraction	94%
▪ Workforce development	92%
▪ Annexing land for business development	86%
▪ Increasing the supply of business park land	80%



### III. BUSINESS RETENTION, EXPANSION & SUPPORT

#### 1. The Current Situation

Business retention and expansion is the foundation goal of the TDC. Existing companies and small business growth accounts for up to 80% of the job growth in most areas.

Troy residents are highly aware of the effects of plant closings and corporate downsizing. Troy lost more than 3,000 jobs through the reductions at Hobart Brothers and Hobart Corporation and the Friendly's plant closing. Many were high paying management, research, and production jobs.

TDC currently has three key business retention and expansion activities.

- Business volunteers, utilizing a system developed by Dayton Power & Light, visited major employers in 1997 and 1999 to conduct formal interviews about the strengths and weaknesses of local operating conditions and whether there are any local impediments to reinvestment or expansion.
- Because Retention & Expansion calls indicated a strong need to increase the local supply of skilled workers and find ways to decrease employee turnover, the Chamber/TDC began a Workforce Development Initiative.
- Key TDC and local elected officials also periodically visit the headquarters of local Japanese-owned companies in Japan. Economic developers across the country find that maintaining direct relationships with Japan-based decision-makers is an important retention and expansion strategy.

The City of Troy also makes property tax abatement available to existing Troy businesses undertaking significant additional business investment and job creation. This form of abatement applies only to new investment without extending abatement for past investment.

#### 2. Key Actions for Continuous Improvement

**1.) Utilize the TDC President and Board to build marketing intelligence and identify business opportunities** through personal networking and annual interviews with targeted Troy area firms.

- Systematically profile company growth opportunities and constraints, regularly assess the local business climate (including the competitiveness of local telecommunications infrastructure), and strategically direct the application of key business support programs through annual formal contact and regular informal contact with key managers. The TDC President should make regular contacts, including conducting a formal retention and expansion survey such as the Dayton Power & Light or Vectren Star 1 system, himself. In addition, the TDC board should maintain assigned informal personal relationships to keep the channels of communication with key area business managers open.

- As supported by local managers, call selectively on the domestic headquarters of major Troy area employers and host visiting headquarters managers to assess expansion opportunities/threats, regional purchasing opportunities, and develop spin-off or supplier business attraction leads.
- Make periodic reports to the Troy City Council about business conditions within Troy.

2.) **Continue to assist local firms** in utilizing local, university, state, and federal economic development tools, supporting proposals to headquarters to win new product mandates or capture new capital investments, gaining timely approvals of business investment plans through the local regulatory process, and advocating their local transportation improvement needs.

- Develop print and website information describing available types of business assistance. (Involve the City, Troy Main Street, and the Small Business Development Center.)
- Jointly sponsor an annual seminar or speakers series on “Building Your Workforce” featuring business solutions and economic development solutions to workforce development, labor recruitment, productivity, training, regulatory, and other important industry issues uncovered by the TDC’s business survey and contacts.
- While residential and retail development are not part of the direct TDC mandate, the TDC will continue to support downtown Troy development in cooperation with the City, Troy Main Street, and the Chamber. Downtown merchants and Troy Main Street drive this process. The TDC will play a supportive role.
- Monitor and report results in terms of numbers of businesses contacted, requests for information, programs applied, and resulting job and investment impact.

### 3. Breakthrough Strategies

1.) Work with key public and private economic development allies and educational leaders to **meet local business demands to increase workforce quality.**

- The 2001 TDC Business Survey will concentrate on workforce issues to assist local manufacturers and support local workforce development planning efforts and business recruitment. It will better define employer workforce needs, future job openings, and career paths. It will also promote continued employer involvement in the area’s NationJob job opening Internet site, sponsored by Dayton Power & Light, and assess the prospects for extend utilization of the Work Keys job profiling and student assessment system.
- Work with economic development partners, especially Jobs & Family Services and major Troy area employers, to conduct a major, jointly funded workforce development strategy. The strategy will give special emphasis to career paths for the non-college bound and the future workforce needs of the advanced manufacturing, medical and information technologies sectors. Reflecting the broad commuting range for persons working within Troy, the strategy should be on a multi-county basis.

## **IV. COMMUNITY MARKETING & PRODUCT DEVELOPMENT**

### **1. The Current Situation**

Troy has recovered from downsizing within its historic anchor companies largely through the attraction of new business, of which Honda, Panasonic, and F&P America are the leading examples, as well as the expansion of existing businesses such as B.F. Goodrich, Motoman, and Stillwater Technologies. The TDC has been instrumental in developing baseline economic development information about Troy, creating the Troy, Ohio USA logo and image, and working with businesses directly and through economic development allies as they consider locating in Troy.

The planning process clearly supported the TDC's current business attraction policies.

- Business attraction is a tool to enhance the local property and income tax base.
- Troy should seek to attract quality companies that pay above-average wages and salaries, provide strong income and property tax benefits, have low environmental impact, are committed to being good corporate citizens, and are compatible with local companies.

The TDC responded to approximately 250 general business attraction inquiries in 2000 and worked with 23 business clients with particular interest in Troy. It turns down companies that would not pay sufficient wages or would have highly negative traffic or other impacts.

The next several years are a period of controlled proactive marketing while cementing ally relationships for several critical reasons.

First, for Troy, as for other communities of this size throughout the country, relationships with larger economic development allies, especially the state, drive business attraction success.

The Ohio Department of Development is the dominant source of business attraction leads from companies outside of Ohio for many critical reasons.

- Prospects need apple-to-apple information about a number of communities as well as centralized information about available buildings and sites. The state is a central source of information on all Ohio communities. It has a well-established system of sending leads down to appropriate regional and utility economic development groups to collect centralized information to send back to the business client.
- It is the source of most potential economic development incentives.
- It has the staff and marketing budget to promote its services and build relationships with site location consultants, real estate advisors, and key targeted businesses.
- Foreign companies are especially apt to work directly through state development contacts.

Other allies are also important, though their ability to identify business attraction prospects directly is well below the state's ability.

- The Dayton Regional Development Alliance is very important. It is Troy's primary point of contact from the Ohio Department of Development. It is the regional administrator for the statewide Procure building and site information system. It conducts an economic development public relations and marketing campaign. And some businesses, especially potential office locations, contact metropolitan development officials directly rather than the state. In 2000, the Alliance did not generate any business client visits for Troy, however. Troy did not have the real estate product in terms of existing buildings or master planned industrial and office parks that the six Alliance prospect companies that visited Miami County were seeking.
- Dayton Power & Light brought several clients to Troy in 2000. It was also involved in working with important Troy projects such as Panasonic and F&P America.
- Area commercial and industrial builders and real estate brokers are also good lead sources, especially for companies expanding or relocating within the Southwest Ohio market.

Secondly, direct economic development marketing is very expensive. Individual ads in the site selection magazines generally cannot differentiate the locality, and face a very crowded marketplace. Direct mail faces similar obstacles. And calling upon individual companies is generally done in concert with regional and state allies.

Thirdly, the business attraction marketplace is weakening. The market has been very strong throughout the sustained economic boom of the 1990's. But slowing national economic growth rates and the possible recession have diminished the business location market.

Fourthly, Troy is not currently in as strong of a competitive position to compete for business attraction as it could be in the future.

- Nearly 80 percent of site selection clients begin their community searches seeking a new or recently built existing available building (though fewer than half find them). Troy has only limited smaller buildings available, and this is a recent phenomenon.
- There is a strong trend among industrial users, especially quality companies paying top wages, to locate within controlled business or industrial parks close to expressway interchanges. Troy has only limited industrial acreage, and it lacks a centrally developed controlled business or industrial park.
- Many prime future development sites are outside of the current Troy City limits.
- Troy's economic development data, in terms of workforce and other key criteria, has become dated, and it is still in the midst of building its economic development website.

***Given its limited resources in the transitional period of strategic development over the next two years, the best way for the TDC to market is to network well and be well prepared to service prospect clients. At the same time, the TDC will solidify its economic development data, seek to develop an industrial or business park, and work to support annexation of key future industrial and business park parcels into the city.***

## **2. Key Actions for Continuous Improvement**

1.) **Continue to enhance close working relationships with key business attraction allies:** The Ohio Department of Development; The Dayton Regional Development Alliance; Dayton Power & Light; and major Southwest Ohio construction firms and commercial and industrial real estate brokers.

- Find ways to participate more regularly and effectively in the Dayton Regional Development Alliance. This will require either that Miami County bring a full-time professional economic developer onto the Regional Development Alliance Board or that the Alliance, with Miami County's encouragement, allow Miami County local economic developers to play a more active direct role.
- Participate selectively in state and Regional Development Alliance trade shows and personal prospect calling trips for industries and geographic targets that fit with Troy area's comparative advantages. This is particularly important for the Far East and Europe.
- TDC should develop stronger personal relationships and systematic face-to-face and written communications with major Ohio and Southwest Ohio commercial builders and commercial and industrial realtors. This will include membership and personal participation in major metropolitan Dayton (and possibly metropolitan Cincinnati) chapters of IDRC/NACORE.
- The TDC President should position himself to become a board member and officer of the Ohio Development Association by 2003 by becoming an active committee member and participant. This is key relationship building.

### **2.) Maintain and improve core marketing materials and tools.**

- Upgrade and maintain Community Profile, Building & Site, and Quality of Life print materials and create Workforce print materials.
- Continue to work to be fully compliant with Ohio Department of Development economic development data requirements.
- Continue to develop and update a TDC Web Site for retention & expansion and business attraction purposes.
- Work with the City of Troy to refine tax abatement in three major ways.
  - Update the Wright State analysis of the long-term tax abatement benefits.
  - Work with the City to develop matrix-style guidelines for tax abatement levels based upon job quality, investment, and overall income and property tax impact.
  - Report the annual and cumulative results of major past projects that have received tax abatement. (This also affects Business Retention & Expansion.)

- Monitor and report results in terms of numbers of businesses contacted, requests for information, prospect visits, and resulting job, investment, and tax base impact for 2001 and since 1990.

***Once Troy has more building and site product located within its city limits, the TDC should implement more aggressive proactive economic development marketing.***

### **3. Breakthrough Strategies**

#### **1.) Develop an action plan to improve Troy's economic development real estate product.**

- Work with the state, Dayton Regional Development Alliance, Dayton Power & Light and commercial and industrial real estate brokers to analyze Troy's industrial and office real estate market. Major tasks are to: inventory the economic development site and building product currently available along I-75 and I-70; confirm the degree to which successful projects focus upon business parks and existing buildings; and measure the number of acres Troy would need to control to have a 20-year business development inventory.
- Evaluate proactive public/private land development strategies potentially applicable to Troy. To be competitive in the fast-paced current economic development marketplace, Troy will need to go beyond hoping that new businesses will patiently wait for state industrial infrastructure development grants. Possible ideas for a more proactive future are:
  - Continuing to work with critical landowners to assess their current plans.
  - Working with pertinent developers to achieve private sector development.
  - Trading annexation into the city and possible selected public infrastructure development in agreement for hard zoning of the property for industrial and/or office use, possibly with an agreed upon maximum offering price and CPI escalator.
  - Developing an agreement in which the private sector develops the land while the public sector develops key infrastructure, possibly with an agreed upon maximum offering price and CPI escalator.
  - Optioning land through the TDC or a newly formed non-profit local development corporation.
  - Purchasing land through the TDC or a newly formed non-profit local development corporation and developing the first phases of a Troy business park, seeking to bring on a master developer or multiple developers to build speculative buildings.

Choice among these options requires careful study of market potential, acquisition costs, potential marketable acreage, infrastructure financing costs, potential land sales cost and public benefits through property tax and income tax revenues.

**2.) In concert with the business park development strategy, continue to plan for and support selective annexation of key future industrial and business park land in order to create a continuous twenty year inventory for economic development.**

- Work with key landowners, Township Trustees, and City officials regarding effective actions to bring key industrial and office development parcels into the city, considering the potential tax benefits versus the infrastructure costs to serve, potential development corridors, and the impact on adjoining township land.
- Support targeted landowners during the annexation process.

## **V. ORGANIZATIONAL DEVELOPMENT**

### **1. The Current Situation**

Local economic development organizations take many forms, but the most successful always have a strong public/private partnership.

- The public sector is essential because it controls the planning, zoning, regulatory and annexation process, tax incentives, and the level of public sector funding for economic development.
- The private sector is essential because it adds credibility and business acumen, helps to legitimize the process, and can be a strong source of active volunteers and private sector fundraising.
- Increasing, public/private economic development is also broadening their reach to add Board members or Task Force participants appropriate to new strategies. Education officials, newspaper and other media executives, foundation officers, and others are playing constructive roles in development strategies in a number of communities.

The present TDC is a partnership between the City of Troy and the Troy Area Chamber of Commerce.

The City makes many important investments.

- It provides significant program funding, amounting to annual investments of \$110,000 in 1999 and 2000, plus special \$90,000 funding in 2000 to support planned annexation activity.
- The Public Services Director and Director, Planning and Development, also play important roles on the TDC Board.
- The Mayor also serves as an economic development ambassador for Troy, including participation most external marketing missions.
- City staff and the TDC President also work closely together in meeting the information, planning and zoning, and incentive requirements of Troy economic development projects.

The private sector also invests in the TDC.

- The private sector continues to support TDC initiatives. Year 2000 funding amounted to \$41,000 with commitments totally \$25,000 from the Miami Valley Coalition and Dayton Power & Light to support strategic planning.
- The TDC applied successfully to the Internal Revenue Service to obtain 501-c-3 status, which has just been granted. This will facilitate future giving by foundations, non-profits, and corporations.



- Key private sector individuals also serve on the TDC Board of Directors. These include the past Chairpersons of the Troy Area Chamber of Commerce.
- The Chamber President also serves as the President and Chief Operating Officer of the TDC. Normally, this individual devotes approximately 20% of his/her time to the Chamber and 80% to the TDC. Location of the TDC offices within the Chamber further cements the private partnership.

## **2. Restructuring the TDC**

In order for the TDC to continuously improve its current functions and take on new strategic initiatives, a number of key organizational changes are in order. These range from the Executive Committee and Board of Directors to setting up key Standing Committees, Task Forces, and ultimately to staff and budget issues.

The TDC strategy should lead to the structure of the TDC Board membership and governance. Broadening private sector funding, broadening the strategy mandate, and the public's desire for a stronger TDC communication strategy all suggest important adjustments in TDC membership and structural organization. At the same time, it is important that the City remain a strong part of the TDC at every level.

### ***Executive Committee***

TDC will establish an Executive Committee possessing two essential elements. Its members will be strongly involved in TDC and in directing the TDC President. And its structure will allow for both continuity and orderly succession.

Many local development groups have the following Officer and Executive Committee structure.

- Chair
- First Vice Chair (Co-Chair, Retention & Expansion Committee)
- Secretary/Treasurer (Co-Chair, Marketing Committee)
- Public sector representative
- Past Chair (Co-Chair, Membership Committee)

The Executive Committee would meet monthly. The Chair would be in regular contact with the TDC President on an as-needed basis.

### ***TDC Board of Directors Membership***

The TDC Executive Committee can choose two complementary types of Board membership.

One common type of membership is comprised of major TDC contributors, private and public. In many communities, for example, organizations or individuals that contribute at least \$5,000 annually to the public/private economic development partnership have a seat on the Board. Typical private sector members include banks, utilities, developers, hospitals, law firms, newspapers, radio and TV stations, and other major corporate service firms that would benefit from economic development. Manufacturing companies typically are not paying members unless the organization has a very strong

workforce development mandate.

A second type of membership is to appoint Board members who can best play an active role in formulating and carrying out the strategy, regardless of funding investment. These players typically include one or two key local elected officials, one or two key members of the city staff, school superintendents, community college presidents, foundation leaders, and key business representatives from banking, utilities, law, and other businesses that reap strong benefits from solid community planning and development.

Boards typically meet either monthly or bimonthly, with a substantial annual meeting at the end of each year to report on the past year's accomplishments and next year's plans.

In addition to Board of Directors membership, organizations and individuals could also become Contributing Members of TDC based upon significant annual contributions of time and/or financial contributions below the \$5,000 annual level. Some of these individuals will be active committee members. Some will donate lesser amounts than required for Board eligibility. Their contributions to TDC will still be welcome and important. Contributing Members as well as Board Members will be invited to the TDC annual meeting.

### ***Recommended Year 2001 Committee/Task Force Structure***

The TDC should establish a Standing Committees and Special Task Forces structure as soon as possible to move this strategy forward. Each would have Executive Committee members and report to the Executive Committee on a regular basis. But each should have the ability, especially among the Task Forces, to involve key experts and stakeholders who are not TDC members.

#### **Standing Program Committees**

- Retention & Expansion
- Communications & Marketing
- Membership & Funding

#### **Special Year 2001 Task Forces (which may subsequently become Standing Committees)**

- Workforce Development
- Planning and Development (for business park planning and annexation issues)

### **3. Stronger Public Communications**

TDC Board discussions prior to this strategy, household surveys, and focus groups all indicate a desire for the TDC to more strongly communicate its purposes, strategies, and results to the public at large. This is not to say that the public expects to learn confidential prospect or business retention and expansion information. But they do wish to have greater opportunity to be informed.

To meet this goal, the TDC should plan an integrated communications strategy for 2001 and beyond. Key aspects would include:

- Preparing and publishing a summary of this strategic plan
- Giving presentations of the plan to key civic and service organizations
- Developing a regular economic development forum within the Troy newspaper
- Giving quarterly briefings to the City Council regarding the status of the Troy economy
- Mailing a two page economic development year in review annually to each household
- Conducting an Annual Meeting and issuing an Annual Report to review past accomplishments and publicize future plans.

Because citizens are strongly focused on economic development quality, not quantity, the TDC should also revise its Mission Statement and adopt the following Vision Statement as part of the internal communications strategy.

***Recommended TDC Mission Statement***

To improve the quality of life for Troy-area residents through proactive planning and focused public/private initiatives to achieve quality local economic development.

***(Current TDC Mission Statement)***

It is the mission of the Troy Development Council, as a public/private initiative, to advance the economic development interests of the Troy community and the businesses with the community.

***Recommended TDC Vision Statement***

Quality economic development supports a high standard of living, healthy neighborhoods, and a strong tax base to support quality municipal and educational services.

#### **4. Build a Long-Term Countywide and Regional Vision**

Key aspects of this strategy require being a more effective organization in working with external economic development and business allies.

Key external aspects of the strategy are:

- Work with Jobs & Family Services, other economic development groups, major educational institutions, and major employers throughout the northern Miami Valley Region to form and implement a competitive workforce development strategy.
- Support hiring a fulltime economic development manager for Miami County.
- Build stronger marketing relationships with the Dayton Regional Development Alliance and the Ohio Department of Development.

It is important to look for other ways leverage Troy's economic development efforts by cooperating with appropriate economic development groups beyond the city of Troy.

It is also important to continue to look outside to benchmark the TDC against best national practices for similar organizations.

## 5. Future Staff Requirements

The TDC must have highly capable staff to be effective. Volunteers are essential, but staff carries out most of the functions of the TDC. TDC will likely need to hire a second key individual if it opts to initiate major breakthrough strategies. This would not be necessary only if two parallel developments occur outside the TDC:

- The workforce development strategy builds staff to create workforce development competitive advantage beyond that reached by other Jobs and Family Services agencies in Ohio, Indiana, and the Midwest; and
- The City of Troy has sufficient community and economic development staff to carry out the breakthrough annexation and business park development initiatives.

Because 2001 is a transitional year to decide whether to implement a full workforce development strategy and whether to become actively involved in the business park development process, the TDC will at first rely extensively on Task Force and consultant expertise. Recently retired or loaned executives with a strong desire to support the TDC on a part time basis could also be an important transitional resource, if such individuals are available.

**Projected TDC President Time Allocation, 2001**

<b>Strategy Area</b>	<b>% Emphasis</b>	<b>Comments</b>
Retention & Expansion	20%	Strong Board support
Business Attraction	20%	External web-site development support
Workforce Initiatives	15%	Strong Task Force Possible consulting
Annexation & Land Development	7.5%	Strong Task Force Possible consulting
Administration, Board Relations & Public Communication	12.5%	Strong Board support
Total TDC	75%	
Chamber of Commerce Duties	25%	

Once the new programs are underway, the TDC and/or the new Workforce Development initiative will need to add appropriate staff. This will depend upon the nature of the forward strategy initiatives as well as their institutional and organizational structure. Having adequate staff resources to carry out a proactive workforce development strategy will be essential to retention and expansion efforts and to community product development. This will likely require adding additional staff to the TDC.

## 6. Implementation Guidelines & Budget

### Key Initiatives: 2001 Implementation Plan (Breakthrough Actions in Italics)

	Champion	Start Date	End Date	2001 Budget
Complete Strategy	TDC	7-00	3-01	\$6,000
Present Strategy to City Council	TDC		3-01	
<b>RETENTION &amp; EXPANSION</b>				
Business Calling	Chuck Cochran	4-01	9-01	
Business Networking	TDC R&E Com. Chair	Ongoing	Ongoing	
HQ Calls	Chuck Cochran	10-01	Biennial Cycle	\$4,000
Print Brochure/Website	Chuck Cochran	11-00	9-01	\$10,000
Workforce Development Seminar	TDC Workforce Task Force Chair	1-02	2-02	(2002)
Report Activities, Local Business Climate	Chuck Cochran	3-01	Quarterly	
<i>Workforce Survey</i>	TDC Workforce Task Force Chair	4-01	9-01	
<i>Conduct Workforce Strategy</i>	TDC Workforce Task Force Chair	10-00	12-01	\$7,500*
Implement Workforce Strategy	To be Determined	10-01	Ongoing	
<b>BUSINESS ATTRACTION</b>				
Better Dayton Alliance participation	C. Cochran/Mike Pfeffenburger	2-01	Ongoing	
State & Alliance Proactive Mkt.	Chuck Cochran	Ongoing	Ongoing	
Develop builder, developer network	Chuck Cochran	1-01	7-01	
Outreach, Advertising & Promotion	Chuck Cochran	Ongoing	Ongoing	\$14,000
Trade Mission	Chuck Cochran	Ongoing	Ongoing	\$10,000
Upgrade print materials	TDC Marketing & Communication Committee Chair	10-01	6-02	
Data development	Chuck Cochran	9-01	12-01	\$2,500
Website development	Chuck Cochran	11-00	6-01	\$5,000
Monitor & report attraction results	Chuck Cochran	1-01	Ongoing	
<b>COMMUNITY PRODUCT DEV.</b>				
<i>Inventory competitor land/buildings</i>	Chuck Cochran	4-01	7-01	
<i>Conduct Land development strategy</i>	Outsource	7-01	12-01	\$30,000
<i>Support Annexation for industrial &amp; business parks</i>	TDC Planning & Develop. Chair And Larry Wolke & Tony Char	Ongoing 4-01	Ongoing Ongoing	**
Update WSU Abatement Study	Tony Char	4-01	9-01	\$6,500
Work w/ City to Develop Guidelines	Chuck Cochran/Tony Char	3-01	7-01	
<b>ORGANIZATIONAL ISSUES</b>				
<i>Achieve 501 c-3 status</i>	Chuck Cochran	1-00	Done	
<i>Establish New Executive Committee</i>	Current TDC Co-Chairs	3-01	3-01	
<i>Establish New Board structure</i>	Current TDC Co-Chairs	3-01	5-01	
<i>Refine job description/review process</i>	TDC Executive Committee	4-01	6-01	
<i>Raise \$60,000 private support</i>	TDC Membership Chair	3-01	7-01	
<i>Upgrade internal communications</i>	Chuck Cochran/ Communication & Mkt. Chair	2-01	Ongoing	\$10,000
<i>Search for 2nd TDC ED professional</i>	TDC Executive Committee	9-01	1-02	(2002)
<i>Build regional vision</i>	New TDC Board	Ongoing	Ongoing	

\* TDC portion of larger effort. \*\* Carryover from 2000 budget.

**Key Initiatives: 2001/02 Implementation Timeline**

Key TDC Initiatives	2001				2002			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Complete Strategy	X							
<b>RETENTION &amp; EXPANSION</b>								
Business Calling		X	X				X	
Business Networking	X	X	X	X	X	X	X	X
HQ Calls				X		X		X
Print Brochure/Website	X	X	X					
Workforce Seminar					X			
Monitor & Report Results	X	X	X	X	X	X	X	X
Workforce Survey		X	X					
Conduct Workforce Strategy	X	X	X	X				
Implement Workforce Strategy				X	X	X	X	X
<b>COMMUNITY MARKETING</b>								
Better Dayton Alliance participation		X	X	X	X	X	X	X
State & Alliance Proactive Mkt.		X	X	X	X	X	X	X
Develop builder, developer network		X	X	X	X	X	X	X
Upgrade print materials				X	X	X		
Trade mission			X	X				
Data development			X				X	
Website development	X	X	X				X	
Monitor & report attraction results	X	X	X	X	X	X	X	X
<b>COMMUNITY PRODUCT DEV.</b>								
Inventory competitor land/buildings		X						
Conduct Land development strategy			X	X				
Implement Land development strategy					X	X	X	X
Support annexation	X	X	X	X	X	X	X	X
Update WSU Abatement Study			X					
Work w/ City on Abatement Guidelines			X	X				
<b>ORGANIZATIONAL ISSUES</b>								
Achieve 501 c-3 status	X							
Establish New Executive Committee	X							
Establish New Board structure		X						
Refine job description, review process		X						
Raise \$60,000 private support	X	X		X	X			
Upgrade internal communications			X	X			X	X
Add second TDC ED professional					X	X	X	X
Build regional vision	X	X	X	X	X	X	X	X